Headquarters
United States Army Recruiting Command
Fort Knox, Kentucky 40121-2726
19 June 1997

***USAREC Memorandum 11-1**

Effective 1 July 1997

Army Programs

Review and Analysis Program

This UPDATE printing publishes a revised memorandum which is effective 1 July 1997. Because of the extensive changes made, no attempt has been made to highlight the changed material.

For the Commander:

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Colonel, GS
Chief of Staff

Official:

ROGER H. BALABAN
Director, Information Management

Summary. This memorandum provides instruction on presenting a headquarters Review and Analysis. The briefing and its output provides the Command Group, United States Army Recruiting Command directorates and special staff sections, the Commander of the United States Army Recruiting Support Battalion, and recruiting brigade commanders with a quarterly update on selected data, placing emphasis on performance and mission accomplishment in relation to command goals and objectives. It also provides policy, responsibilities, and guidance for developing, submitting, and sharing information.

Applicability. This memorandum applies to all Headquarters, United States Army Recruiting Command staff elements.

Impact on New Manning System. This memorandum does not contain information that affects the New Manning System.

Suggested improvements. The proponent agency of this memorandum is the Office of the Director of Resource Management. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to HQ USAREC (RCRM-MM), Fort Knox, KY 40121-2726.

Distribution. Distribution of this memorandum has been made in accordance with USAREC Pam 25-30, distribution E.

Contents (Listed by paragraph number)

1. Purpose
This memorandum provides the Command Group, United States Army Recruiting Command (USAREC) directorates and special staff sections, the Commander of the United States Army Recruiting Support Battalion, and recruiting brigade commanders with an update on selected data, placing emphasis on performance and mission accomplishment in relation to stated command goals and objectives. The data presented should demonstrate command progress towards fiscal responsibility through actions taken to operate efficiently and economically. It also provides policy, responsibilities, and guidance for developing, submitting, and sharing information.

2. Required publications
    a. USAREC Automation Modernization Plan.
    b. USAREC Five-Year Plan.

3. Explanation of abbreviations
    a. CG—Commanding General
    b. CofS—Chief of Staff
    c. R&A—Review and Analysis
    d. USAREC—United States Army Recruiting Command

4. Policy
    a. Formal Review and Analysis (R&A) presentations will be initiated at the discretion of the Commanding General (CG) and will be chaired by the Chief of Staff (CofS). The Resource Management Directorate has overall responsibility for revision of this memorandum and for the direction and control of R&A presentations when held.
    b. When no formal R&A are held on a periodic basis, other measures will be used regularly to allow the CG and headquarters staff to monitor mission performance and accomplishment within the command. Examples of current measures being used daily and weekly to share vital information more quickly than can be achieved by quarterly formal presentations are:
    (1) Weekly Significant Actions. A current actions list submitted by each directorate designating status of responses owed to the CG, deputy commanding generals, or the CofS; a list of current priorities and status; and a list of other relevant issues that are determined important to share. Significant Actions are put out on cc:Mail for all to view. Points of contact and their telephone numbers are included for each item listed.

Actions that may impact can be identified and monitored horizontally.
    (2) Keeping the Commander Informed. Bimonthly briefing updates of significant actions presented to the CG by directorates. Charts are presented and discussed with the CG by key headquarters personnel.
    (3) Geographical Reporting of USAREC's Markets and Production. This is a USAREC-unique group of monitoring and management tools used to provide updated and consolidated mission information within the headquarters. The data base applications include a Battalion Operations and Awards Reporting System Conversion Program; demographics information; geographical production reports; graphical Smart Book statistics; joint and market share information; and unemployment and Automated Territorial Alignment System data. These applications are accessible to everyone via the local area network on the L:drive.
    c. When formal R&A presentations are called for, directors and special staff section chiefs will provide information to the Command Group concerning ongoing activities, key projects, and significant actions. Information will be year-to-date data. Where possible, measures of effectiveness, standards, and goals will be established and reported on to monitor performance and progress, and display trends to be compared with program objectives. The CofS may request specific data be monitored.

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*This memorandum supersedes USAREC Memorandum 11-1, 17 May 1993.

d. The USAREC Automation Modernization Plan, prepared by the Information Management Directorate, is a primary source document for long-range automation plans being incorporated into recruiting strategies and goals. The USAREC Five-Year Plan is another primary source which documents planning and execution of short-range recruiting strategies and subsequent recruiting missions. These documents contain objectives, goals, and the measures of efficiency and effectiveness of all programs directly related to the recruiting mission. They provide source information to determine which activities, events, programs, etc., should be included in the R&A Program. Directorates may also report on identified improvements that will project them towards future quality recruiting goals.

e. The standard criteria for chart development will be a deviation of actual performance against planned goals and objectives for programs that influence mission accomplishment, the status of major ongoing projects, or problem areas of concern that interface with other directorates (e.g., shortage of funding).

f. Briefing subjects are to be approved by the CofS or his or her designee as required. A few routine programs or actions not normally monitored by the Command Group, can be submitted on an as required basis, or when performance, or the performance trend, is not within an acceptable range.

g. Chart data will be briefed by each director and special staff section chief having functional responsibility for the areas being evaluated. Dialogue will include an analysis of deviations from anticipated performance and what corrective action is being taken to improve effectiveness.

h. Each director and special staff section chief, or his or her primary representative, will attend R&A presentations. Division chiefs and all other personnel may attend. R&A briefings (or their equivalents) afford everyone a chance to see where we stand as a command; making us aware of our weaknesses, and allows each directorate to contribute towards improvements.

5. Responsibilities

a. Director of Resource Management:

(1) Is responsible for supervising, coordinating, and scheduling the R&A presentation in its entirety. Acts as the representative of the CofS.

(2) Will provide guidance concerning R&A briefing chart formats to ensure as much automated standardization as possible is achieved.

(3) Will monitor chart input (quality control) to ensure adherence to established guidelines in the presentation of data.

(4) Annually, or as required, will consolidate directors' and special staff section chiefs' recommendations concerning which subjects are to be presented and on what frequency, and present that data to the CofS for decision. The CofS' decision will be provided to the staff for action.

b. Directors and special staff section chiefs:

(1) Are responsible to identify programs, subjects, and issues within their functional areas whose performance should be reported. This inventory of subjects, and a recommendation for frequency of data presentation will be provided to Resource Management Directorate upon receipt of a tasking.

(2) Will identify and issue a performance objective or acceptable range of performance against which execution can be measured, for each program and subject.

(3) Will develop briefing charts in accordance with guidance provided by Resource Management Directorate. These charts must be prepared in a manner which best presents the data. The functional proponent is responsible for the accuracy of the chart.

(4) Will respond in a timely manner to taskings concerning submission of data and charts.

6. Procedures

a. The command R&A will normally be held in the USAREC command conference room. Each R&A will be specifically announced in writing to the staff before the scheduled briefing. If a scheduled R&A needs to be canceled, the staff will be notified by memorandum, telephonically, or cc:Mail.

b. Directors and special staff section chiefs will review data and prepare chart input in accordance with Resource Management Directorate's guidance.

c. Where possible, charts will be prepared by computer graphics in the approved format.

(1) Histograms (vertical bar graphs) and line charts using cumulative data are preferred. Text and tabular charts will be used only when no other method of presentation is practical.

(2) Year-to-date data will be presented.

(3) Chart numbering. Each presentation will begin with a chart labeled "Significant Actions." Each chart will have a page number (e.g., RM-1, RM-2, and so on). Place the page number in the lower right corner of the chart.

d. Transparency viewgraphs and one clean reproducible paper copy of each chart will be submitted to the Resource Management Directorate by the assigned suspense date.

e. A sample of the approved chart format is at figure 1. Instructions are as follows:

(1) Title or subtitle box at upper left.

(2) Status box to the right of title. The status box will indicate whether the data has or has not met the stated standard or goal.

(3) Identification block. All charts will be identified by directorate, division, point of contact, and extension in case an individual wants further information.

(4) Presentation area. The central area is for chart or table presentations. A goal or standard must be shown on the chart or, if necessary, be incorporated into your analysis.

(5) Analysis. Prepare a concise commentary of the presented data briefly explaining the status.

(6) Corrective action. Tell what must be done to correct the action or trend.

(7) Data will be presumed to be end of the quarter just completed unless the chart is marked otherwise. It is very important to clarify all the information you can about the chart so as not to skew the data or mislead the viewer.

f. Each presenter will provide one chart of significant actions as shown in figure 2. This chart will lead each presenting group of charts.

g. General.

(1) Charts should be simple and easy to understand; limit to one central idea.

(2) Select the type of chart to best show the data. While three dimensional effects can be used effectively, this type of presentation often interferes with visual comprehension and can be misleading.

(3) Avoid misleading the viewer by using inappropriate relationship comparisons of the data. Ratios, percentages, or other relative measures are simple and direct comparisons.

(4) Chart lettering should be easy to read, yet not overpower the chart. Avoid extremes in size and use one type face.

(5) Identify all data presented (i.e., do not allow a viewer to guess whether you are presenting dollars or percents on a scale line).

(6) Select the appropriate scale for the data so as not to mislead the viewer.

h. Distribution of the R&A chart packet is made to the CG; deputy commanding generals; CofS; Headquarters, Department of the Army USAREC liaison officer; directors; special staff section chiefs; the Commander, United States Army Recruiting Support Battalion; and recruiting brigade commanders.

i. The Resource Management Directorate retains a historical library of R&A briefing books available for headquarters personnel to review as needed.
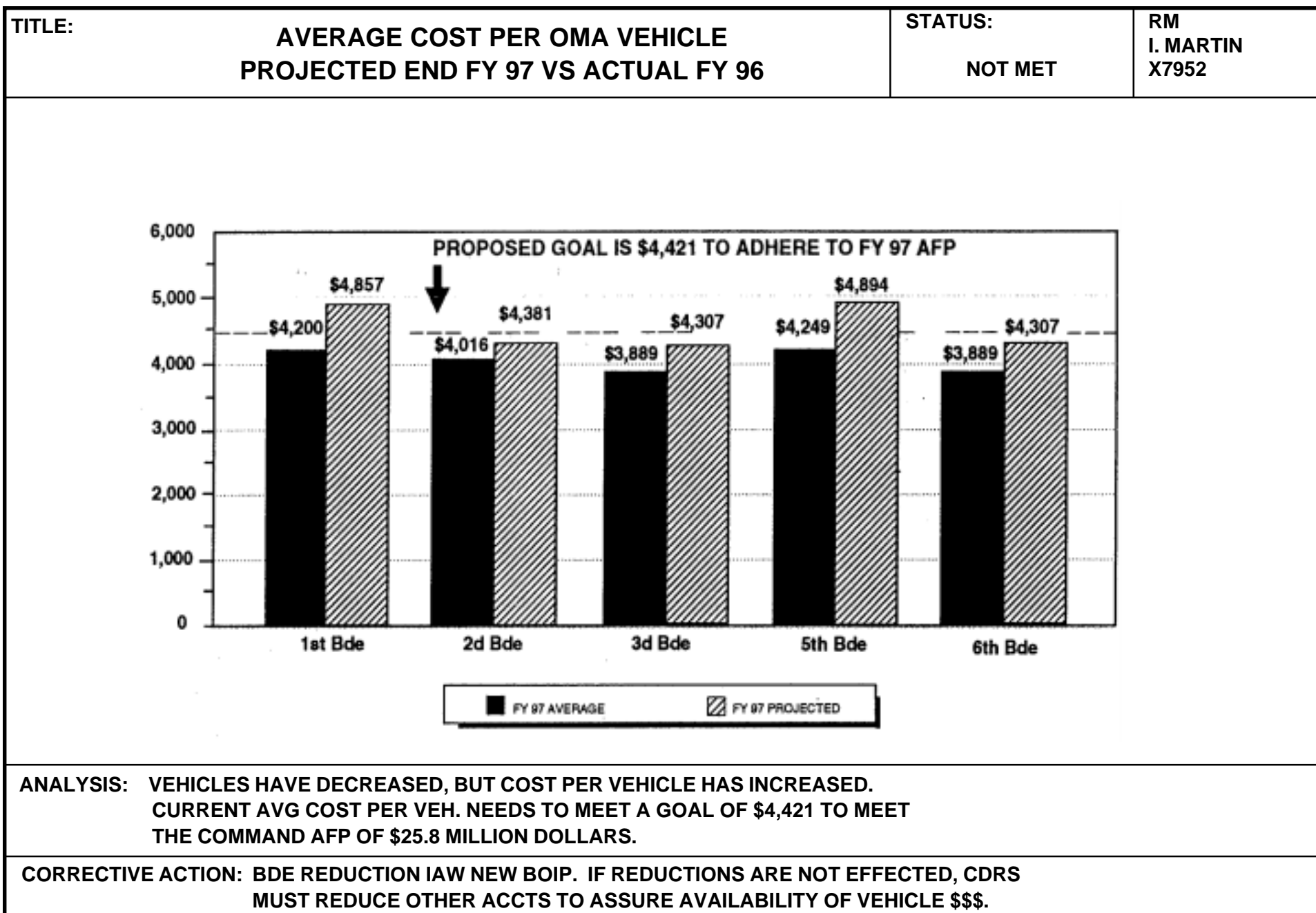
TITLE: AVERAGE COST PER OMA VEHICLE PROJECTED END FY 97 VS ACTUAL FY 96	STATUS: NOT MET	RM I. MARTIN X7952

PROPOSED GOAL IS $4,421 TO ADHERE TO FY 97 AFP

	1st Bde	2d Bde	3d Bde	5th Bde	6th Bde
FY 97 AVERAGE	$4,200	$4,016	$3,889	$4,249	$3,889
FY 97 PROJECTED	$4,857	$4,381	$4,307	$4,894	$4,307

ANALYSIS: VEHICLES HAVE DECREASED, BUT COST PER VEHICLE HAS INCREASED. CURRENT AVG COST PER VEH. NEEDS TO MEET A GOAL OF $4,421 TO MEET THE COMMAND AFP OF $25.8 MILLION DOLLARS.

CORRECTIVE ACTION: BDE REDUCTION IAW NEW BOIP. IF REDUCTIONS ARE NOT EFFECTED, CDRS MUST REDUCE OTHER ACCTS TO ASSURE AVAILABILITY OF VEHICLE $$$.

RM-2

Figure 1. Sample of a briefing chart

RESOURCE MANAGEMENT SIGNIFICANT ACTIONS

PROJECT

REMARKS

1. FY 97 Budget

PBAC to be held 13 Feb 97

2. Cost Per Output

Finalizing Data Reqmts

3. AMHA HQ Reduction

Quick Silver (25) effected and an Additional 14 Spaces Identified for FY 98.

4. Manage Civs to Budget

Expenditures Exceed the Annual Funding Plan. Cdrs and Managers need to Constrain Hiring.

5. Build-Down (Close 8 Bns & Redesignate 1 Bn)

Changes Being Documented on "Static Database" TDA

6. Rctg Facilities Mgt Info System (RFMIS) Upgrade

Good Progress w/RFMIS Hdwe. In Process of Resolving Mismatches between CIMS and RFMIS

7. Automated Property Bk Sys

Will be fielded Dec 97

8. Equipment

Bde Excess Equipment List due 30 Jan

RM-1

Figure 2. Sample of significant actions briefing chart

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